

GOVDOC

BRA

3396



Consensus for Change in Center City

The Report of the Center City Task Force
Published by the Greater Boston Chamber of Commerce
July 1989



Digitized by the Internet Archive
in 2011 with funding from
Boston Public Library

Consensus for Change in Center City

The Report of the Center City Task Force

Published by
The Greater Boston Chamber of Commerce
July 1989

On the cover: the neighborhoods of Center City — Chinatown, Downtown Crossing, New England Medical Center/Tufts University Medical Area, Park Plaza, and the Theatre District. Photo by Steve Rosenthal.



Washington Street and the Adult Entertainment District

T A B L E O F C O N T E N T S

Introduction _____2

Map of Center City _____3,4

The Neighborhoods of Center City _____5

 Chinatown _____6

 Downtown Crossing _____7

 New England Medical Center/
 Tufts University Medical Area _____8

 Park Plaza _____9

 Theatre District _____10

The Development of Parcel 31 _____11,12

The Economic Feasibility of Parcel 31 Development _____13,14

Beyond Development: Promoting the Quality of Life
 in Center City _____15

Conclusion _____16

Center City Task Force Membership _____17

Some of the comments and recommendations in this report are based on data gathered from various background documents, including information prepared by Barry Abramson and Laventhol & Horwath, and schematics prepared by Comunitas, Inc. These documents represent a variety of opinions — opinions that are not necessarily endorsed by every member of the Center City Task Force. The information is available for review in the Public Affairs Office of New England Medical Center by calling Marjorie Stanzler or Joe Del Ponte at (617) 956-0203.

Editors: Joe Del Ponte, Marjorie Stanzler. **Photo Credits:** Randy Goodman, Bruce Martin, Steve Rosenthal, David Witbeck. **Publisher:** Greater Boston Chamber of Commerce. **Designer:** Janet Malenfant. **Production Manager:** Andrew Zilonis. The Center City Task Force gratefully acknowledges the contributions and hard work of Simone Auster and Gay Lockwood in the preparation of this report. The Task Force also thanks Comunitas, Inc., for its work, which was done *pro bono*.



Chinatown

INTRODUCTION

The Center City Task Force is a coalition of community groups, the Greater Boston Chamber of Commerce, businesses and institutions located in the five Center City neighborhoods—Chinatown, Downtown Crossing, the Theatre District, Medical Area and Park Plaza. The Task Force has worked since 1980 to promote the economic and physical revitalization of Lower Washington

It is hoped that this report will contribute to and complement the planning objectives of the BRA.

Street and its environs—an area that has come to be known as “Center City.”

In 1982, the City of Boston and the Greater Boston Chamber of Commerce issued a report entitled “Center City: Goals and Guidelines for Revitalization.” The report focused attention on the unique potential of the area as a multi-use community. Since that time, public and private investment in the area has increased dramatically. More recently, the City and the Boston

Redevelopment Authority have approved new zoning regulations for Midtown. The Task Force is pleased and encouraged by these efforts to create a comprehensive, visionary plan for the area that meets the diverse needs and goals of Chinatown, the cultural community, and other institutions in the area.

In the meantime, each of Center City’s neighborhoods and business groups is moving ahead with, or has completed, its own program: the Downtown Crossing Association’s master plan for public improvements; the Chinatown/South Cove Neighborhood Council’s Chinatown Master Plan; the Cultural District Task Force’s compilation of issues vital to the creation of the Midtown Cultural District; the Park Plaza Civic Advisory Committee’s review of plans for redevelopment of the Sarni site; and New England Medical Center’s update of its 1982 master plan. This report is meant to complement, not duplicate these initiatives.

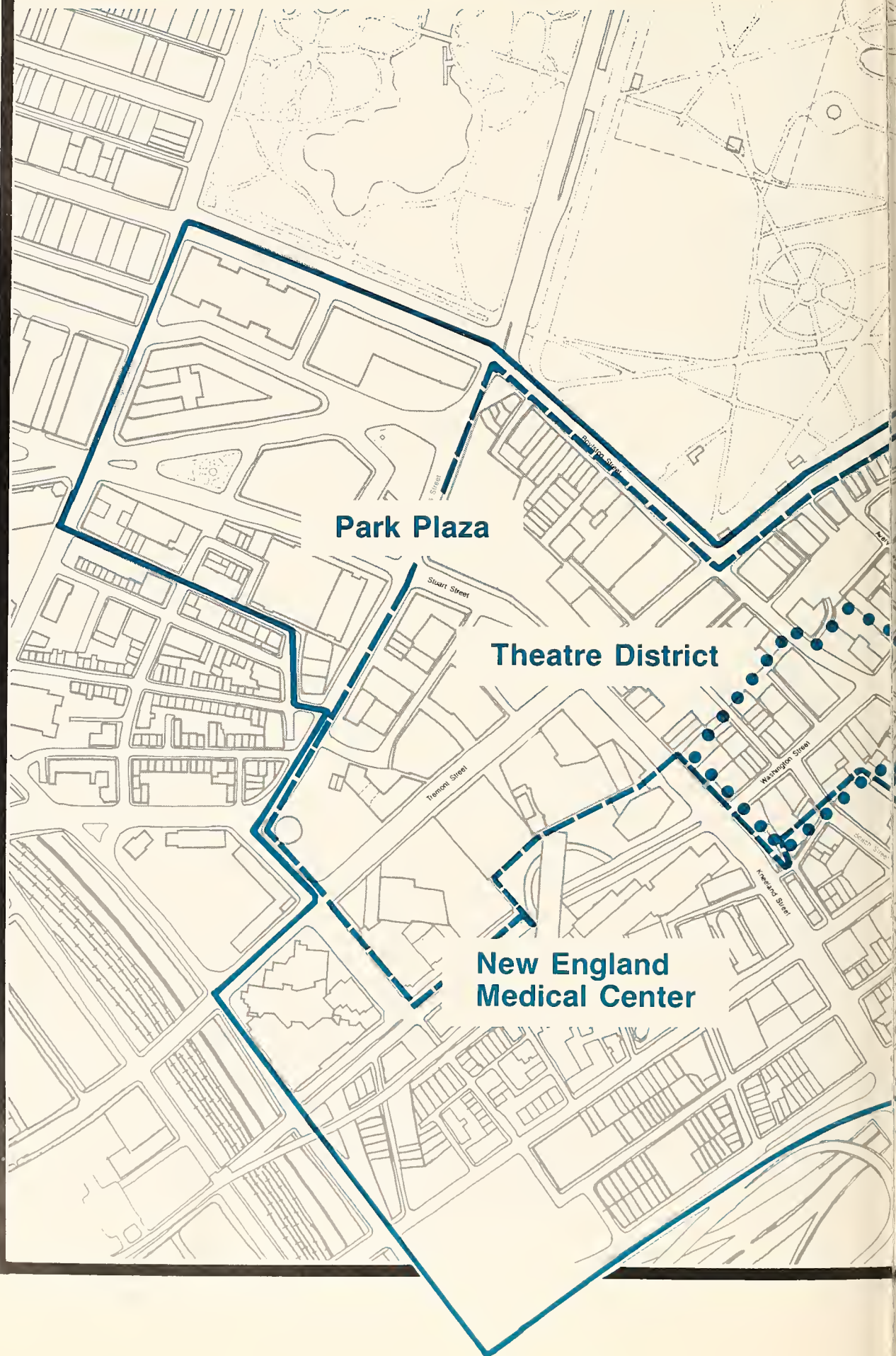
Two sections of this report focus on Parcel 31, and appropriately so, since this critical piece of land is key to the successful revitalization of the entire

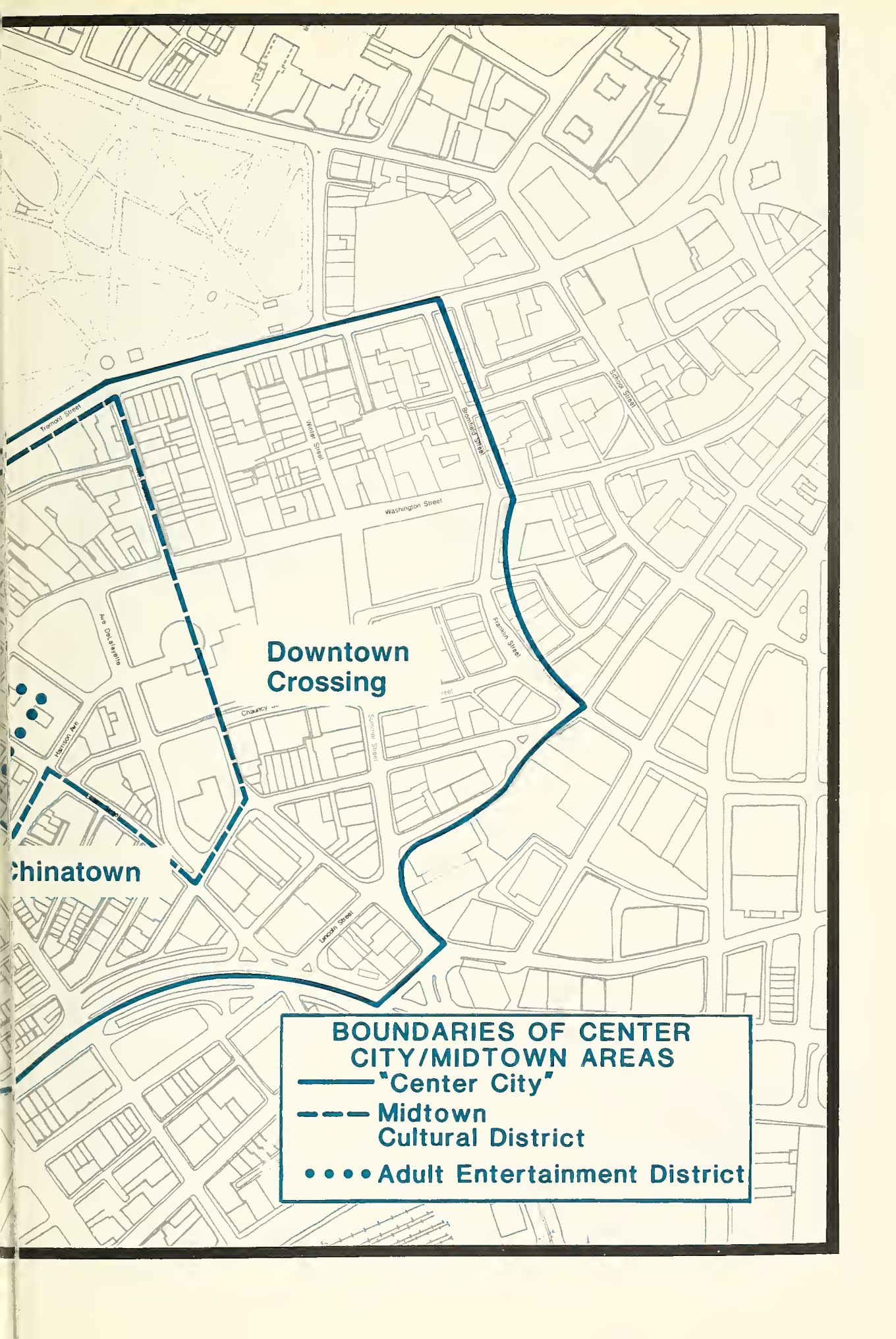
Center City area. Another section of the report covers so-called “quality of life” issues that determine the success and vibrancy of an area long after the actual reconstruction and redevelopment projects have been completed. These include safety, public amenities, transportation and parking, and other issues that are essential to making Center City an inviting, satisfying place in which to work, live, shop and visit.

The Task Force is pleased to present this report as part of its ongoing work. It represents the consensus of a broad array of community representatives. The Task Force hopes that the observations contained in the report will contribute to and complement the community planning objectives shared by the Task Force, the City, and the BRA. Finally, the Task Force looks forward to working with the City and the private sector, and offers its assistance in making Center City’s plans a reality.

The Task Force looks forward to collaborating with the City and the private sector to make Center City’s plans a reality.

The Neighborhoods of Center City





**Downtown
Crossing**

Chinatown

**BOUNDARIES OF CENTER
CITY/MIDTOWN AREAS**

—— "Center City"

**- - - Midtown
Cultural District**

• • • Adult Entertainment District

THE NEIGHBORHOODS OF CENTER CITY

The Center City area, which includes the Midtown Cultural District, is comprised of five neighborhoods: Downtown Crossing, the Theatre District, Park Plaza, Chinatown, and the New England Medical Center/Tufts University Medical Area (see map on preceding pages).

A multiplicity of activities coexists within these boundaries: luxury to subsidized housing, theaters and other cultural and entertainment establishments; commercial, medical, retail and educational facilities; visitor amenities, including hotels; light industry; and not-for-profit agencies. In the midst of this diversity, each neighborhood derives its primary identity from the predominant activity within its confines.



The Chinatown Gateway

CHINATOWN

The Chinatown Gateway, a tall marble portal with a green-tiled pagoda roof, marks the formal entrance to Boston's Chinatown. The gate was a gift from Nationalist China in 1976 to mark America's Bicentennial. At the time the gateway welcomed visitors to a Chinese community that had endured for a century. Today the gateway marks a new opening for a Chinatown in the midst of significant growth, change and progress.

Currently home to 8,000 members of Boston's Asian community, Chinatown was once an ocean tidal flat. In 1804, a group of merchants oversaw a landfill to widen the narrow neck connecting downtown Boston to the mainland. The surrounding South Cove neighborhood with its low-cost housing would in 1875 attract a stream of Chinese immigrants who had been brought to North Adams, Mass. to break a shoe factory strike. Asians have been arriving ever since to make their new homes in Chinatown.

Chinatown today is a bustling community of restaurants, groceries, bakeries, gift shops and a multitude of other businesses. Thousands of tourists

pour into the area each year to sample the ethnic cuisine and enjoy the neighborhood's distinctive ambience. The growing Asian American population is reflected in a growing neighborhood economy: Chinese businesses are making significant inroads in the effort to reclaim the city's Adult Entertainment District for legitimate economic activity. Now, as development gathers momentum and Chinatown's population continues to grow, public and private planners must work to expand the neighborhood's economic base, add to its stock of affordable housing, and preserve the cultural fabric that makes this area a unique part of Boston's appeal.

As development gathers momentum and Chinatown's population grows, public and private planners must expand the economic base, add to the stock of affordable housing, and preserve the area's cultural fabric.

Right: A Downtown Crossing vendor;
Below: The Summer Street pedestrian mall
at Downtown Crossing



DOWNTOWN CROSSING

Washington Street in downtown Boston was named in honor of a visit by the first president of the republic in 1788. At that time, the area was known for some of the city's more important public buildings and the homes of leading citizens. The street itself was a major thoroughfare to Rhode Island at a time when Tremont and Boylston Streets remained straggling cart roads. Property along Washington Street became extremely valuable and the wealthiest of colonial society patronized the area's exclusive shops and stores.

Retail, foreign and domestic trade had reached unprecedented heights when the Great Fire of 1872 struck,

burning for two days and destroying 65 acres of Boston's most congested and valuable business and retail establishments, including the Washington Street area. However, within three years the area was rebuilt with wider streets and new buildings which today house much of Boston's retail trade.

Today, Downtown Crossing is the name given to the area surrounding the intersection of Washington, Winter and Summer Streets. Boston's major retail center and the largest retail center in New England, the 12 block Downtown Crossing area is comprised of more than two million square feet of stores and restaurants and attracts 100,000 pedestrians on an average weekday. Nearly 300,000 people work within a five minute walk of Downtown Crossing, making it the target of intense interest for developers and a critical component of the revitalization of the Adult Entertainment District adjacent to it. With the Boston Crossing and Commonwealth Center development projects already approved by the City, Downtown Crossing continues to be pivotal to the overall development of Center City.

Nearly 300,000 people work within a five-minute walk of Downtown Crossing, making it the target of intense interest for developers.



Left: Neonatal intensive care at the Medical Center's Floating Hospital for Infants and Children. Below: New England Medical Center



NEW ENGLAND MEDICAL CENTER

The idea was literally centuries before its time: wealthy patrons would donate money to finance the health care of an entire poor family, creating in essence the first HMO in America. Thus in 1796, the Boston Dispensary began a health care mission that its modern-day descendent, the New England Medical Center, continues today.

The Dispensary attracted several distinguished, independent health care institutions during its almost 200-year history, including the Boston Floating Hospital, a hospital ship dedicated to the care of the city's poor children; the Pratt Diagnostic Hospital, when founded the largest hospital in the U.S. constructed solely for diagnostic purposes; and the Tufts University School of Medicine, one of the nation's leading medical schools.

Today's New England Medical Center provides advanced, tertiary care and attracts more than 400,000 patients, relatives and other visitors to the area each year. With a staff of 4,500 full- and part-time workers, the Medical Center is the single largest employer in Center City. The Medical Center's Earl S. Tupper Research Institute is the site

of groundbreaking biomedical research. With long-range plans to develop and expand its tripartite mission of patient care, biomedical research, and medical teaching, New England Medical Center is a major force in Center City's development.

With long-range plans to develop and expand its tripartite mission of patient care, biomedical research and medical teaching, New England Medical Center is a major force in Center City's development.

Right: Atrium at the State Transportation Building; Below: Park Plaza



PARK PLAZA

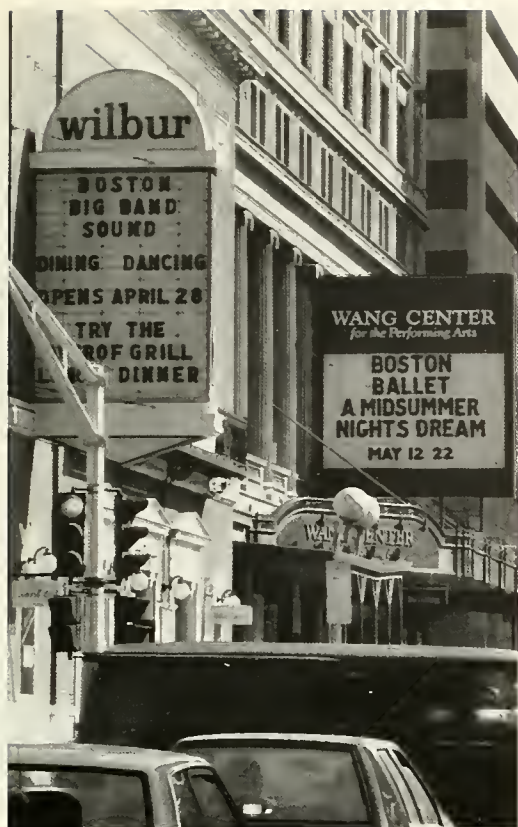
In 1835, the Boston and Providence Railroad opened its main station in Park Square, adjacent to the Public Garden and Boston Common. The station became a focal point for travelers and, as a result, an anchor for hotels and shops.

The area also became a neighborhood noted for its fine homes built in the Greek Revival style. Many prominent Bostonians lived in the Park Square area, including Drs. Samuel Cabot and John Phillips Reynolds, and eminent artists such as William Mor-

ris Hunt and Frederick Porter Vinton. Park Square was also noted for its not-so-savory residents, including those who lived in or patronized a number of brothels. Occupants were known to sit on the window ledges and call to patrons of the all-male Tavern Club which once thrived nearby.

Today Park Square is known as Park Plaza, and Boston's long tradition of excellence in hotel design is well represented there. The 1,100 room Statler Hotel, the work of the noted New York architectural firm of G.B. Post & Sons, opened in 1927 and operates today as the Park Plaza Hotel. The new Four Seasons Hotel is a recent addition to the area's complement of hotels. The State Transportation Building with its City Place retail shops, the recently completed Heritage on the Garden residential/retail development, and public infrastructure improvements have all brought about a dramatic renaissance in the Park Plaza neighborhood. The impending mixed-use development of the former Sarni's site will round out the redevelopment of Park Plaza and add to its role as a magnet for activity in Center City.

The impending mixed-use development of the former Sarni's site will round out the development of Park Plaza and add to its role as a magnet for activity in Center City.



Left: Tremont Street in the Theatre District.
Below: The Warrenton Street Complex



THEATRE DISTRICT

"The Athens of America." Boston has cultivated this impressive sobriquet throughout its history. And while much of the city's reputation as a mecca for culture and learning is due to the presence of prominent universities and museums, Boston's cultural life has long been enlivened by its many theaters and performance halls. Towards the end of the nineteenth century, Lower Washington Street began to emerge as the focal point of Boston's theater life.

The first of Washington Street's performance halls was the Hollis Meeting House, which was converted into a theater in 1885. Next came the Tremont Theater in 1889, the Colonial in 1900, the Majestic in 1903, the Shubert in 1910, and the Wilbur in 1914. These now historic theaters, distinguished by fine architecture and ornate interiors, were the setting for drama, comedy, burlesque and vaudeville. By the early 20th century, as many as 50 theaters were in business to meet the demand for the performing arts.

Technology has dealt one harsh blow after another to the theater during the 20th century. First radio, then televi-

sion, then VCRs and other home electronics siphoned off the patrons who once sustained so many of Boston's entertainment houses. Yet many of Boston's theaters have survived and there are sure signs of a renaissance, including the expansion of the Wang Center, the renovation of the Majestic Theater, and the revitalization of the Warrenton Street theater complex. The City's establishment of the Midtown Cultural District accelerates and focuses the effort to capitalize on Boston's rich performing-arts legacy.

The City's establishment of the Midtown Cultural District accelerates and focuses the effort to capitalize on Boston's rich performing-arts legacy.

Clockwise: An historic Parcel 31 landmark: Jacob Wirth restaurant; Avery Street, Parcel 31; Parcel 31 viewed from the corner of Tremont and Boylston Streets.



THE DEVELOPMENT OF PARCEL 31

Parcel 31, or the “Hinge Block,” is a critical site in the Midtown Cultural District and has a key role to play in the revitalization of Center City. Bounded by Stuart, Tremont, Washington and Boylston Streets, Parcel 31 presents a unique opportunity to create an exciting focal point for the emerging Midtown Cultural District. It is the ideal location for a vibrant cultural center which integrates and expands upon existing cultural activities.

The BRA, with input from the Midtown Cultural District Task Force and the Mayor’s Office of Arts and Humanities, has set forth a vision for the Hinge Block which the Center City Task Force supports. As described in the Midtown Cultural District Plan, the Center City Task Force envisions a lively, mixed-use area with 18-hour-a-day activity and an inviting

central cultural component for the visual and performing arts. The block would include commercial/office, retail (service and consumer goods), residential, entertainment and cultural, and parking facilities.

As the BRA has noted, the development should preserve and restore the block’s many historic buildings. It should also include an outdoor gathering and performance space for the general public. This space is envisioned as a mix of Times Square, Harvard Square and to some extent, Rockefeller Center—a distinct place that draws people together and serves as a magnet for the whole district. The space could be partially enclosed and opened up from spring to early fall similar to the Quincy Market Building at Faneuil Hall Marketplace. Parcel redevelopment should also include small, outdoor seating areas and an indoor atrium or courtyard.

While in general the Task Force agrees with the BRA’s plan for the area, we offer the BRA the following issues for consideration in its upcoming studies:

The Task Force’s findings indicate that the development of at least one larger-scale building may be necessary.

Plans for Parcel 31 should include housing.

*Height and Density/
Special Study
Committee*

The BRA has approved an “as-of-right” maximum height limit of 155’ for all buildings on the block and a floor-area ratio (FAR) of 10 with the possibility of a building increasing to 235’ and a FAR of 12 if the project’s benefits outweigh burdens. Based on a preliminary economic feasibility analysis undertaken by the Task Force, we believe that to make parcel redevelopment economically feasible and to generate the kinds of benefits envisioned, a “critical mass” of activity must be created. Our findings indicate that the development of at least one larger-scale building may be necessary.

Given the importance of Parcel 31 to the overall revitalization of the Midtown Cultural District, we support the BRA’s proposal to establish a committee to undertake a special study of the block. Because the development of Parcel 31 will have a great impact on the five Center City neighborhoods, we propose that the special study committee include representatives from each of these five neighborhoods.

Housing

The zoning mandates the creation of 150 units of affordable housing for Chinatown residents within Parcel 31. We recognize the pressing need for affordable housing and fully agree that plans for Parcel 31 should include housing. We encourage the BRA to further evaluate the mix of affordable and market-level housing most appropriate for this particular block.

*Neighborhood
Economic
Opportunities*

The BRA plan for Parcel 31 calls for opportunities for equity participation by minority business enterprises. We applaud this concept and agree that to ensure economic growth in the Chinatown community, developers of the parcel should be encouraged to actively seek out and incorporate Asian-owned commercial and retail space. Developers could also offer business incubator space for new enterprises to diversify Chinatown’s economy.

In addition, we agree that area residents, particularly from the Chinese community, should be recruited for both construction and permanent jobs on site.

Service Retail

We agree that retail establishments should be included in development plans for Parcel 31 and that active ground-level uses are important to the vitality of the area. To meet the needs of the area’s growing residential employee populations, we support the development of service retail shops (e.g., tailor, barber, shoe repair, etc.) as well as consumer goods retail in Parcel 31.

Access

The Task Force recommends locating all loading docks and service areas in Parcel 31 off-street and below-grade to maintain vehicular and pedestrian access. In addition, LaGrange Street should be incorporated into the new development as a major pedestrian passageway; it should not be left as an external roadway.

*Open Space
Management*

We fully support the BRA’s notion that open space is a key element in the development of Parcel 31. To be successful, we believe that all open and public space in Parcel 31 should have a defined program for their use. One entity, such as the Midtown Cultural District Trust, should be responsible for programming performances and events for common areas. This entity should also be in charge of maintenance and security for these spaces.

Right: China Trade Atrium. Below: The Adult Entertainment District.



THE ECONOMIC FEASIBILITY OF PARCEL 31 DEVELOPMENT

The Task Force engaged the services of the consulting firms of Barry M. Abramson & Associates and Lavanthol & Horvath to assess the development potential of Parcel 31 in light of the Task Force's stated goals and objectives. This study, completed in early 1988, found the economics of Hinge Block development in the early 1990s to be uncertain, even when the ancillary costs of land assemblage, parking, and cultural facilities are excluded from consideration. The Task Force recognizes the inherent pitfalls and difficulties in making economic forecasts; moreover, the development of projects such as Commonwealth Center and Boston Crossing could inject new factors into an already complex equation.

Challenges to Redevelopment

Nevertheless, the study's conclusion is based on an assessment of prevailing conditions in Center City—conditions that create a potentially more difficult redevelopment climate than in many other areas of Boston which have experienced market-driven redevelopment recently:

— Large portions of the Adult Entertainment District are vacant or underdeveloped, requiring more new development than in areas such as

North Station, the Leather District, and Fort Point Channel, where small individual rehabilitations have fueled redevelopment.

— The Combat Zone is perceived as unsafe and undesirable. This perception, combined with a large and visible homeless population, create marketing challenges and set limits on the income potential of initial development projects.

— Ownership of land parcels is diverse, which tends to increase land prices and make land assembly more difficult.

Development Incentives

A mixed-use, mid-to-higher-rise development—one which rises above the proposed 235-foot zoning limit—may be the most economically attractive option for Parcel 31 development. One mixed-use development also has the potential to create a powerful image and a critical mass which can overcome the prevailing negative image of

the area. In addition, a retail/entertainment complex developed as part of a mixed-use project would provide a powerful focal point for the entire cultural district.

The Task Force underscores what the feasibility studies have observed: that a strong public sector role is needed to guarantee development in the Midtown Cultural District and on Parcel 31 specifically. The City must consider the high degree of risk that private investors perceive in association with development in Center City's core; investors can be expected to build very conservative "cushions" into their economic projections. (Projects such as Parkside have in reality been far less risky than anticipated, while others, such as the China Trade Center, have more than borne out and reinforced original risk assessments.)

The Task Force recommends that the City consider one or more of the following development incentives for Parcel 31:

A mixed use, mid-to-higher-rise development — one which rises above the proposed 235-foot zoning limit — may be the most economically attractive option for Parcel 31 development.

Private developments can and should promote public benefits, but the City should work with developers to make sure that mandated public amenities do not become such a burden that they threaten the feasibility of development projects.

Generally Recognized Development Incentives

These include Urban Development Action Grants and tax-increment financing (the latter is not yet legal in Massachusetts and would require legislative approval).

Flexibility on Height Restrictions

Greater height limits would increase income potential and thereby make public benefit requirements more feasible.

Flexible Requirements for the Development of Public Benefits

Plans for Center City have been born and developed in the belief that private development can and should encourage and promote public benefits. The Center City Task Force is committed to this concept. Public benefits (such as open space, public art, cultural facilities, and day care) should be encouraged; however, the City should work with developers to make sure that mandated public amenities do not become such a burden that they threaten the feasibility of development projects.

One possible means of balancing public benefits and developers' costs would be a mechanism to defer linkage payments or make them contingent on (or proportional to) returns in excess of reasonable return expectations. The City could also expand the geographic base for supporting cultural developments. For example, projects located in areas that are economically healthier (e.g., the Financial District, where development will proceed more quickly) could share in the subsidies for cultural development in Parcel 31.

Land Writedown

The City can promote projects by making land in its possession available for development. Public alleys and streets (such as LaGrange St.) have real estate value which can leverage development. Any proceeds from the sale of public land in Parcel 31 should be used to achieve the objectives of the Parcel 31 plan.

Assistance in Land Assemblage

Many of Parcel 31's current buildings are deteriorating dangerously, and their landlords are maintaining ownership primarily for the value of the land on which the buildings stand. Therefore, the use of condemnation and prospect of condemnation should be considered by the City as development incentives.

Parking Garage Development Assistance

The City has provided such assistance in the past and should again consider this as an incentive for commercial or residential components.

Other Incentives

The City should also consider additional incentives at its disposal, including public area improvement efforts, code enforcement, and the creation of a strong, positive identity to counterbalance the legacy of the Combat Zone.

Right: Sanitation, one of many critical quality-of-life issues.
Below: Seybolt Park at New England Medical Center



BEYOND DEVELOPMENT: PROMOTING THE QUALITY OF LIFE IN CENTER CITY

The Center City Task Force believes that successful urban design must recognize the importance of *managing* urban space, not just creating it. The issues involved in an area's quality of life—security and safety, transportation, public amenities, cultural activity, and others—are issues which the private sector should promote in conjunction with government. The Task Force welcomes the opportunity to work with the City on plans to enhance the quality of life in Center City as redevelopment progresses.

The three “quality of life” issues discussed below are offered here as examples of how the City and the Task Force can join to coordinate public sector services with private initiatives.

Private Capital Investment in Public Amenities

The Task Force is eager to work with the City to study opportunities for private investment in public amenities. Examples of successful private investments already exist in the Center City area. These include the creation of a public park and landscaped median strip on Washington Street at New England Medical Center. In an area that

sorely lacks open green spaces, the Medical Center invested significant funds to create a multi-level park on Washington Street with public benches, picnic tables, and attractive landscaping. In addition, the Medical Center installed a landscaped, tree-lined median strip along Washington Street that improves vehicular circulation by discouraging jay-walking, while adding greenery to the urban landscape.

There are many areas in Center City which could be dramatically upgraded by coordinating such private capital investment. One example is the triangle of land formed by the intersection of Harrison Avenue and Essex Street in Chinatown. Currently a barren expanse of asphalt congested with vehicular traffic, the area could be the site of a landscaped park, offering both visual relief, and the opportunity to re-route vehicular circulation and inject some coherence into the traffic plan.

Transportation and Parking

The Task Force applauds the current efforts by the City's Department of Transportation to assess the impact of Center City development on vehicular, mass transit and pedestrian traffic. The

Task Force wishes to coordinate efforts with the City and the Chamber of Commerce Transportation Committees. In this way, the Center City Task Force believes it can contribute unique private sector solutions to complement public sector proposals to expand rapid transit services, re-route arterial and side-street surface traffic, and redevelop parking spaces lost to new construction.

One private sector initiative might involve the operation of a privately subsidized surface trolley or tram service that would connect satellite parking facilities on the periphery of Center City and rapid transit stations with commercial and retail developments in the area. This is just one of a panoply of private sector initiatives that could complement government efforts to improve Center City's transportation and parking services.

Security

Many private security forces currently patrol commercial and residential developments throughout the City. Other private entities such as the Downtown Crossing Association work actively with the City's police department to promote security in their district.

The Task Force is eager to work with the City to explore creative ways to integrate private security efforts with City and state police programs.

There are many areas in Center City which could be dramatically upgraded by the coordination of private capital investment.



Downtown Crossing attracts 100,000 pedestrians on an average weekday

CONCLUSION

The Center City Task Force offers this report as added input to the City's comprehensive and visionary plan for the Midtown area. The Task Force is greatly encouraged by the fact that on the whole, its vision for the revitalization of Center City closely parallels the City's current and proposed initiatives. The Task Force brings to the ongoing discussion of Center City's future the unique perspectives of each of its five neighborhood constituencies. Inasmuch as the City has sought out community input in the redevelopment process, the Center City Task Force stands ready and willing to participate.

The Task Force applauds the initiatives underway on Center City's behalf and believes that much progress has already been made toward the realization of its goal of revitalization and reintegration into a vital urban landscape. The Task Force looks forward to working closely with the City, the private sector and other interested parties to further the objectives we all share.

Center City Task Force Membership List

Jerome Grossman, MD

President
New England Medical Center
(CHAIRMAN)*

Alma Armstrong

Tremont-On-The-Common

Pancho Chang

Project Director
South Cove Health Center

William Constable

Vice President
A.W. Perry, Inc.

Lawrence Curtis

Vice President
Winn Development Company*

Lawrence DiCara, Esq.

DiCara, Selig, Sawyer & Holt
Former President
Boston Theatre District Association*
(alternate: Connie Brown
Administrator
Boston Theatre District Association)

J. Andrew Deery

Ryan Elliott & Company

Fernando Domenech, Jr., A.I.A.

CPF/Domenech & Hicks, Inc.

Bernard Dreiblatt

Senior Vice President
Beacon Management Corporation*

Ronald Druker

President
The Druker Company

Joanna Fairchild

Public Relations Consultant*

Kevin Fitzgerald

President
Fitz-Inns Auto Parks, Inc.

Robert Ford

Vice President
Meredith & Grew Inc.

Max Friedli

Former Director of Public Relations
Lafayette Hotel

Jon Ganger, P.E.

Senior Vice President and Director
Frank B. Hall & Company
of Massachusetts, Inc.

Carl Geupel

Project Director
Lafayette Place

Arthur Hirsch

Vice President
Ameribass Realty Co.

Tarry Hum

Project Coordinator
Chinatown/South Cove
Neighborhood Council*

Bethany Kendall

President
Downtown Crossing Association*

Peter Kingsley

Assistant Director
Communications and Public
Relations
Tufts University School of Medicine

Carol Lee

Chinatown Housing and Land
Development Task Force*

Chau-ming Lee

Executive Director
Chinese American Civic Association

Nancy Lev

Former Director of Marketing
Lafayette Place

Richard Lundgren

Senior Vice President
Hunneman Commercial Corporation

George Macomber

President
George B. H. Macomber Company

Charles McEntee

Mason Place

William McQuillan

Partner
Boylston Properties

Nina Meyer

Director
Historic Neighborhoods Foundation

Joseph Millett

General Manager
Lafayette Place

Harry Morgan

Vice President
Campus Development
Emerson College

Bill Moy

Moderator
Chinatown/South Cove
Neighborhood Council*

Ruth Moy

Executive Director
Midtown Home Health Services

Lawrence Murray

Executive Director
ARTS/Boston, Inc.*

Stuart Osattin

Treasurer
Teradyne

Anthony Pangaro

General Partner
Macomber Development
Associates*

Ed Pignone

Director
Public Affairs
Wang Laboratories

Richard Pilla

President
The Urbus Group*

Jack Robbie

Commercial Broker
The Codman Company

Catherine Royce

Assistant Commissioner
Cultural Industries and Facilities
Office of the Arts and Humanities

Judee Shupe

Janelon Associates

Josiah Spaulding

General Manager
The Wang Center
for the Performing Arts
President
Boston Theatre District Association*

Marjorie Stanzler

Publications Manager
Corporate Public Affairs
New England Medical Center*
(alternate: Anne Levine
Director of Planning)

Yuk Sung

Executive Director
Chinese Economic Development
Council*

Kathleen Tullberg

Vice President
Community Relations Department
Shawmut Bank, N.A.

Budge Upton

Senior Vice President
F.D. Rich Company
(alternate: Alex Twining,
Vice President)

Davis Woo

President
Chinese Consolidated Benevolent
Association*

Joan Wood

President
Park Plaza Civic Advisory
Committee*
(alternate: Dean Johnson)

Robert Yelton

The Bay Group

Project Coordinators:

Simone Auster

General Manager
South Station
Former Vice President
Community Development
Greater Boston Chamber of
Commerce
(PROJECT DIRECTOR)

Gay Lockwood

Former Coordinator
Community Development
Greater Boston Chamber of
Commerce
(PROJECT ASSISTANT)

Project Consultants:

Barry M. Abramson & Associates

Barry M. Abramson
Principal

Comunitas, Inc.

Antonio DiMambro
President

Robert Corbett
Senior Architect

Laventhol & Horwath

*Member, Center City Task Force Planning Committee



GREATER BOSTON CHAMBER OF COMMERCE
600 Atlantic Ave. • Boston, MA 02210-2200 • (617) 227-4500